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DDIS 68:32-14

Mr. Coffey

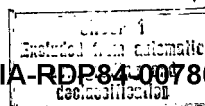
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MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Executive Director-Comptroller on 13 June 1968

1. Present were Messrs. Karamessines, Smith, Coffey, Houston, Stewart, Lauderdale, Richardson, and the undersigned.
2. Colonel White opened the meeting by advising the group that the DCI was still looking for a new recruitment program that would contain innovative and imaginative concepts.
3. Colonel White next asked each member to give his reaction to the Career Planning problem as identified by the Committee on Professional Manpower and to present a brief explanation of how the problem was being handled in his Directorate.
4. Mr. Coffey, speaking for the Support Services, stated that there was no formally structured Career Management Program at the Directorate level. There is, however, an Executive Register which does identify potential succession for each senior position in the Directorate. Each Office does, of course, have a Career Service Panel system which considers promotion, rotation and internal and external training assignments. Although five-year plans are written for participants in the Mid-Career Executive Development Course, it was Mr. Coffey's opinion that they were not usually followed.
5. Mr. Lauderdale, representing the Directorate of Science and Technology, also discussed the Office Career Panels and how they functioned. He too did not believe five-year plans were too meaningful, particularly in his Directorate. Assignments usually were determined by requirements at the time. Further, scientists and engineers are by nature job-hoppers and often five years is all that can be expected from them. They also have in concept a procedure somewhat similar to the Support Services' Executive Register. The performance and potential of GS-15's and above are reviewed at the Directorate level.
6. Mr. Karamessines covered the Career Service Panel System in the Clandestine Services. He also explained in some detail the work of the Personnel Management Committee. This group looks at personnel problems as a whole from a policy viewpoint. New concepts are introduced by this Committee but they also consider individual cases of overriding importance. In addition, the Clandestine Services has

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a Personnel Management Staff which is currently conducting a complete review of the CT input by personally interviewing each CT. The Personnel Management Staff also has an "open door" to officers of any grade who wish to discuss problems with a senior group outside of command channels. The Clandestine Services has not found feasible the development of a customized five-year plan for each individual. The Directorate must retain a high degree of flexibility to meet assignment requirements. In summary, the Clandestine Services is working towards a centralized career management which hopefully will be responsive to the wishes of individuals who seek a change of direction in their careers.

7. Mr. Smith stated that the Intelligence Directorate did not have a highly structured program of career management at the Directorate level. He agreed with the others that a five-year plan was artificial. Planning any distance out, beyond rotation within a component, is difficult to do with meaning for an individual. His Directorate also has a Career Panel System which does consider people and their potential by grade levels. Each office is required to identify "comers" -- those who show great potential -- and those rosters are revised periodically. At the Directorate level these lists are reviewed for promotion and for selection for schools or overseas assignments.

8. Mr. Stewart saw a requirement to plan for careers and more specifically for individual assignments. Training in selected trade craft and language followed by one or two tours overseas easily consumes a five-year period. He did agree, however, that a formal plan for each individual was not practical and was often considered, erroneously, as a guarantee.

9. Colonel White summarized his "philosophy" as follows: "Our entire Career Service system should be recognized as a grouping of individual employees with similar skills for personnel management purposes. It therefore is not feasible for all Career Services to be managed centrally or for any edict which might be issued to be applied uniformly. Most aspects of any successful career management must be done at the Directorate or lower level. What we should all recognize is that we should not be addressing ourselves to administrative mechanisms but to individual career development, management, and planning. While a formal, five-year plan for everyone is not advocated, neither is flying by the seat of our pants. As a minimum every individual should be looked at systematically for his potential, interests, etc., and in consideration of the possibilities for his own career development. In some cases the plan will be minimal; in fact, he may stay in this or some comparable job for the rest of his career. At the other end of the spectrum, however, are professionals of all kinds to whom it would be grossly unfair to handle in the same way. I personally believe that the high percentage of the employees, say 90 percent, will make their greatest contribution and derive their greatest satisfaction from remaining in the office or career service system."

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individuals, and career planning, promotions, reassignments, training courses, etc., as appropriate, should be interspersed throughout their careers. There is a much smaller percentage, say 5 - 8 percent, who have the capability and the desire to rotate among two or more offices within the same Directorate, and some specific individual career planning for this group needs to be done. There is a still smaller percentage, say 2 - 5 percent, which has the capability and desire to rotate across Directorate lines. We need to do something about this too for, after all, we have a dual objective: first, to develop the individual to his fullest capacity for his own job satisfaction; and second, to develop well-rounded senior people who are capable of filling the top positions in the Agency. I think there can be little argument that some, albeit small, rotation among Directorates is highly desirable."

10. Colonel White asked each member to reflect on the Career Management problem in his Directorate and to prepare a report for the DCI by 1 August indicating what he thinks he should and can do about individual career planning in his Directorate. Two subjects are to be specifically covered in this report:

a. What you plan to do about rotating people within your Directorate; and

b. What you think we should or could do about some rotation across Directorate lines.

11. There was a very brief discussion of the Mid-Career Executive Development Program but it was agreed to defer any decisions until all members had an opportunity to review a recent study on the subject by the Director of Training.

Deputy Director of Personnel

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Career Management and Development in the Support Directorate

- A. Support Directorate involves 8 career services - 7 Offices, 2 Staffs.
- B. The DD/S personally approves promotions GS-15 and above.
- C. We have an Executive Inventory and Review each year, and discuss the line of succession.
- D. We have an annual review with each Division Chief.
- E. The intent of Support Directorate is to work on a team basis - have support teams which share responsibilities and have a "MIX" of interests, functions, and so forth.
- F. Make an effort to transfer between Offices.
- G. Attempt to get all 15's and below into the Support Services Review Course.
- H. Any GS-14 and above has achieved a professional capability and, therefore, has managerial ability.
- I. Like for managerial personnel to have flexibility and transferability of skills. (SIPS assignments and the assignment of chiefs and deputies in the support field most clearly indicate this effort.)
- J. Endorse the transfer of support personnel to other Directorates and vice versa - make transfers out and encourage transfers in.
- K. RDC - Support personnel made available in managerial positions - not just support.
- L. Interchange is healthy for the Agency - we discourage separatism and xenophobia - want our people to have wide associations, knowledge, etc.
- M. Need to get input from each Office:
 - 1. Adherence to five-year plan
 - 2. Must obtain training and development statistics
- N. I want DD/S Offices to identify their "comers" - begin with GS-7 and go all the way through the Executive Inventory.